

CEO Leadership

Advancing leadership in 140 characters (or less)

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I. Introduction

This study will examine Twitter use among Minnesota advertising agency CEOs and how it helps them achieve MDA's established leadership roles. CEO communication has a tremendous influence over an organization and its internal and external publics. In Twitter, CEOs have a new tool to convey a message, solicit feedback and ultimately, lead an organization more effectively.

Before looking at how Twitter may help organizational leadership, it is first necessary to define and structure the leadership discussion. Google Scholar posts almost 17,000 books and another 95,500 publications on leadership (Cheney et. al 2011). It is a broad, thoroughly discussed topic because effective leadership can drive a company to great accomplishments, save it from extinction and steady it during a tumultuous event. While important, leaders vary in approach, and the literature is broad; therefore, the paper will use MDA's 13 Roles of a High Performance leader as a framework. The literature will be structured in such a way that the articles argue the validity of MDA's 13 Roles.

MDA Leadership Consulting, founded in 1981, articulates 13 Roles of a High Performance Leader. Why choose MDA as a framework for thinking about leadership? According to their website, the organization has a five-year client retention rate of 94 percent, and they continue to serve their first client. Additionally, this paper's content analysis explores Twitter use among Minnesota advertising agency CEOs, and MDA is the proven authority in leadership consultation in Minnesota. MDA's client roster includes organizations like Ecolab, Cargill, University of Minnesota, Pentair and Select Comfort, and

they believe that leadership is the most critical factor in whether an organization is successful (MDA Leadership Consulting 2006).

MDA Leadership Consulting has defined 13 Roles of a High Performance Leader, and the roles are: coach, talent manager, team leader, function expert, internal influencer, results driver, executive-at-large, external influencer, international executive, visionary, strategist, spiritual leader and change sponsor.

Leadership is an old topic, but the tools to lead successfully have changed. With the emergence of Twitter, successful leaders have a new communication vehicle to guide and influence an organization. On the surface, new social technology seems like an effective leadership tool, but under the glare of structured leadership principles, is it truly effective?

The literature review will unpack and validate several of MDA's 13 Roles of High Performance Leaders, and then expand the discussion. Following the literature review, the paper will share a content analysis of Twitter pages from the top 75 CEOs at Minnesota advertising agencies to examine how Twitter serves to accomplish those 13 Roles. A few Twitter pages (5) will be used for coding purposes against the 13 Roles of a High Performance Leader. In-depth interviews, along with a survey, will add context.

About the Author:

The author is interested in the exploratory nature of this topic. In particular, the interest stems from how executives, individuals who may not normally engage with newer technology, can use it to become more effective leaders. This includes the idea that newer technology doesn't necessarily mean reinventing proven methodologies.

Effective leadership, being evasive on occasion, might be achieved using newer communication technology. Finally, this author is quite interested in how executives communicate and ultimately lead their organizations.

II. Literature Review

Leadership can be a cloudy subject, and occasionally thought of as something inherited at birth. MDA feels differently and sees leadership as a constant evolution.

“Great leadership is a continuous process of learning and development. Most leaders fail because they fail to grow.

The irony of leadership is that, in almost every new leadership role, the skills that got you there aren’t enough for you to succeed” (MDA Leadership Consulting 2006).

Part of that constant evolution is also looking at new tools to perhaps become a better leader. That means exploring new technology, like Twitter, to accomplish old objectives even if past experiences did not demand it.

The introduction listed the 13 Roles of a High Performance Leader. To set the framework, this paper will use MDA’s book to specifically define the roles:

1. **Coach:** Personally works with his or her direct reports to advance their leadership skills including mentoring, confronting, challenging, setting stretch goals and providing sharp and timely feedback.
2. **Talent Manager:** Makes sure the right people are in the right jobs. Attracts, retains, and develops key talent to execute on results. Contributes to identifying and developing high potential talent.
3. **Team Leader:** Builds a cohesive team where people are united in pursuit of team goals and strategies and collaborate to accomplish results. Makes sure the group is tackling the right issues as a leadership team.

4. **Function Expert:** Serves as an overall expert for the unit, enhancing the credibility of the function with others. Understands the “state of the art” within his or her area, and aligns the function with the organization’s vision, strategy, and business goals.
5. **Internal Influencer:** Persuades and motivates key leaders within his or her area. Builds commitment of people one-on-one, in team, and in larger groups. Educates and influences peers and superiors about the value his or her function can provide to the business overall.
6. **Results Driver:** Creates accountability for results at all levels in his or her unit. Establishes metrics and goals that keep people focused on execution. Consistently delivers desired results.
7. **Executive-at-Large:** Operates as the executive for a function area or business unit, but assumes responsibility and accountability as advocate for overall business and organizational goals. Builds bridges between functions and business units to enhance execution across the organization.
8. **International Executive:** Maintains a keen sense of worldwide market forces and international opportunities. Ensures the area’s leadership as a well-developed global view and is sensitive to how business is conducted internationally.
9. **External Influencer:** Influences critical stakeholders that are external to the organization: shareholders, analysts, board members, industry leaders, regulators, policy makers, and/or key customers. Shapes the perception of the unit’s, function’s, or organization’s image and reputation.
10. **Visionary:** Creates a genuine sense of enthusiasm about a compelling and engaging picture of the future. Aligns the unit’s vision with the corporate vision. Develops commitment to the vision within the function area, across the organization, and upwards.
11. **Strategist:** Knows the internal and external forces that create sustainable competitive advantage for the business. Leads the function in the development of strategy. Aligns the functional strategy with the business and corporate strategy. Communicates the strategy to guide decisions and activities.
12. **Spiritual Leader:** Articulates the values of the organization and demonstrates a personal commitment to living those values. Builds a culture within the function that supports the values.
13. **Change Sponsor:** Creates a sense of urgency for change that supports the vision and strategy of the function and the organization. Makes the case for change and communicates this throughout his or her area of responsibility. (MDA Leadership Consulting 2006)

The following articles were selected to support MDA’s 13 Roles of a High Performance Leader, and the literature’s purpose is to defend the validity of them.

The need for a leader as a Talent Manager is apparent in Richard Neuschel’s article. According to Neuschel, the leader must be proficient in learning how to attract, lead and

motivate a workforce from which the next generation of management will come (Neuschel 1970). Neuschel then describes some of the challenges that come with attracting talent and what a company or leader must do to appeal to a different crop of worker.

Growth and evolution are also essential to leadership according to the MDA's principles, and a part of growth, as Neuschel discusses, is the importance learning to use new business tools to help productivity and organizational growth, which is vital to the evolution of a leader.

MDA's Talent Manager role insists that the leader evaluates talent properly in the organization in the sense that he or she can then make decisions to ensure that the company retains the people it needs to fill important roles (MDA Leadership Consulting 2006).

Promoting an environment of collaboration and cooperation are key elements of MDA's role of Team Leader, and Bjarne Espedal, Olav Kvitastein and Kjell Gronhaug expand on the CEO's role in promoting that cooperative behavior.

The authors boil down their main contention fairly succinctly: "if CEO cooperative behaviour (associated with the exchange and combination of knowledge) is present in organizations, then the cognitions and capabilities of multiple actors may enter into integration and behaviours that impact organizational performance. In other words, CEO cooperative behaviour enhances integration and exploitation of knowledge in a way that is beneficial for performance" (Espedal et al. 2012).

Espedal's findings support the MDA's Team Leader role. It is defined as someone who cultivates a place in which employees communicate openly, and while they may

challenge each other, they demonstrate trust and work collaboratively (MDA Leadership Consulting 2006).

Leaders must intentionally cultivate such an environment where employees work cooperatively and knowledge is shared. Without leadership role modeling and support, such an environment is not likely to occur organically.

MDA's role of Internal Influencer is validated by a study from J. David Pincus and his co-authors. They studied how CEOs perceive employee communication and what role the leader should play in it. Most see communication as a key function within the organization.

Effective communicators can become strong Internal Influencers (using MDA's terminology); however, influence comes from a developed relationship with employees. Such a relationship demands a leader who communicates by talking *and* listening.

"As organizations continue to merge, restructure, and downsize, employees are forced to go through confusing, traumatic, cultural transformations. Such cultural change must be supported by and involve the lowest level employees to be effective and lasting. But employees need leadership – from the top. And the top needs to know its people and their beliefs if it hopes to effectively lead" (Pincus et al. 1991).

MDA describes an Internal Influencer as someone who must excel at communicating in both individual and group settings. Part of being an effective communicator involves listening and an ability to inspire trust, respect, passion and confidence (MDA Leadership Consulting 2006).

MDA's Internal Influencer role is further reinforced by Louis Williams, who interviewed 50 Presidents and CEOs discussing how they felt about employee communication. Undeniably, communication plays a role in the CEO's effectiveness as an Internal Influencer. Successful leaders must persuade employees to pursue shared goals.

An organization functions effectively when all employees work toward a shared vision; however, to accomplish that, leaders must be effective Internal Influencers.

Williams spoke with a CEO who said that a business plan is meaningless unless all people are aware of it and pulling toward the same objectives. Additionally, the CEO attributed good communications as an essential component of keeping the entire organization functioning effectively and pointing toward shared goals (Williams 1978).

MDA echoes a similar sentiment. The Internal Influencer must be especially focused to unite employees around shared objectives rather than individual ones and ensure that the team knows and follows the expectations (MDA Leadership Consulting 2006).

MDA outlines the importance of a leader as an International Executive, and George Steiner argues a similar point. Leaders, CEOs in particular, must strongly consider external organizational factors to be successful. Steiner conducted 50 interviews with CEOs, and based on those discussions, he outlines 14 "musts" for effective leaders. One 'must,' in particular, underscores a global leadership function (in line with MDA's International Executive role).

"In particular, the scope of environmental concerns with which the chief executive officer (CEO) of any large company must deal has expanded enormously, and his priorities

of attention have shifted significantly. The impact of these phenomena on the CEO's managerial task has been powerful" (Steiner 1982).

MDA also emphasizes the importance of the International Executive, and to satisfy the role, the leader must have a keen sense for the organization's reputation and impact abroad. Outside publics and environments have a greater impact on organizations demanding that leaders become more in tune with them, and perhaps engage and attempt to influence an organization's external surroundings.

The leader as an External Influencer, another MDA role, is highlighted in James Fox's article. Environmental scanning may provide leaders with a status update; however, they must engage with external forces to better position the organization.

"... executives say that they now spend as much as fifty percent of their time on external affairs – social responsibility programs, issues management, government relations, spokespersonship, media contacts – the entire broad range of activities that come under the public relations public affairs label. Not too long ago it was only 10 percent" (Fox 1982).

Fox continues: "What we concluded ... is that public relations is the responsibility of the chief executive officer. He delegates reluctantly – and gingerly – and it is the last function he will delegate. In a crisis, he is apt to draw it back to the executive suite (Fox 1982).

MDA's External Influencer must excel at listening and communicating, and the leader should understand the dynamics of developing important messages and controlling how they are delivered to various publics (MDA Leadership Consulting 2006).

Under the scope of Twitter, a CEO must wrangle with the conflict between delegation and authenticity. Who writes the leader's posts or how much control does the CEO have over his or her Twitter handle in terms of messaging? The temptation to delegate fights directly with the need to be authentic.

The leader as a Visionary and Strategist are two MDA roles reinforced by Frederick Gluck, who, appropriately enough, emphasizes two attributes critical to a chief executive: vision and leadership. Ultimately, a clear focus helps crystallize an organization's vision.

According to Gluck, leaders as successful visionaries demand creative thinking and seek new initiatives and new possibilities of what might be (Gluck 1981). MDA feels similarly and outlines the visionary leader as someone who is aligned with change and improvement with a focus on a future of new opportunities and possibilities (MDA Leadership Consulting 2006).

Effective leaders develop a vision, which guides the entire organization. It focuses efforts, but beyond the vision, a leader must act as a strategist to pursue it. Leaders acting as visionaries and strategists should consider four parameters when pursuing the organization's goals: deployment of resources, capability building, external initiatives and removing obstacles (Gluck 1981).

Moving to MDA's classification of the leader as a Strategist, this is someone who can effectively align the organization's activities with the overall goals and direction. They have a keen sense of the company's strengths and can leverage those resources effectively toward the vision (MDA Leadership Consulting 2006).

Leaders demonstrating vision and strategy skills see a broad picture of the organization and understand where it should go and how it will get there.

Yuhyung Shin studied the correlation between a CEO's ethical leadership and the overall ethical climate within the organization (in line with MDA's Spiritual Leader).

Shin defines ethical leadership as appropriate conduct through demonstrated personal actions, and the promotion of this behavior through two-way communication, reinforcement and decision-making (Brown et al. 2005, p. 120) (Shin 2012).

Shin's results highlight an interesting and important relationship between the CEO's ethical leadership and organizational behavior.

"... the results of the present study suggest the importance of CEO ethical leadership in fostering an ethical climate, which supports the notion that the ethical orientation of the CEO is a key factor in promoting ethical behavior in an organization (Carlson and Perrewé 1995; Posner and Schmidt 1992) and creating an ethical organizational culture (Trevino 1986, 1990)" (Shin 2012).

MDA refers to ethical leadership as the Spiritual Leader who needs to define and understand the values of an organization which include ethics, integrity, customer service attention to quality, relationships, culture and community involvement (MDA Leadership Consulting 2006).

MDA strongly indicates that a leader, who wants his or her organization to behave ethically and with integrity, must also live those values through his or her personal and professional commitments, and Shin's research suggests that this is the case and a leader has a great deal of influence over the organization when it comes to ethical behavior.

MDA's thirteenth and final role, the leader as a Change Sponsor is backed by Emily Lawson and Collin Price's article on change management. External and internal factors converge and force organizations into almost a constant state of change.

Lawson and Price look at change management from a psychological perspective. They outline four conditions for changing mindsets: people must see the point of change and agree with it; they must possess the necessary skills and see people they respect modeling the new behavior (Lawson & Price 2001).

Leaders should think about the story associated with the change program, or why it is worth it. Next, that story must be conveyed to those involved in making the change happen, so they can find sense, or their role, in the process (Lawson & Price 2001).

Key to the authors is the idea of role modeling. Managers and leaders must in a sense 'practice what they preach' to add credibility to the change effort. Without it, leadership may not effect great change.

MDA, Lawson and Price feel similarly about leadership's role in the change process. MDA stresses that the leader needs to make the case for change, or tell the story, and create urgency. To accomplish this, the leader must effectively communicate and drive the change through the team. MDA draws a distinction between reacting to change and embracing change. A Change Sponsor engages in the latter (MDA Leadership Consulting 2006).

Literature Review Conclusion

Leadership is a thoroughly analyzed topic. Understandably so, it is an important factor in organizational success, perhaps the most important. MDA's roles narrow the key dimensions of leadership and the literature review's scope.

Communication is a central skill in many of MDA's principles, yet as new tools emerge, leaders have opportunities to communicate differently. Therefore, if effective leadership is the ultimate, preferred outcome, can leaders use Twitter to become effective in the glare of MDA's 13 Roles of a High Performance Leader? Does using Twitter help them further these established leadership principles?

III. Research Questions

R1: How many of the top 75 Minnesota Advertising Agency CEOs are on Twitter?

R2: How does their Twitter presence compare to that of Minnesota Fortune 500 CEOs?

R3: How does their Twitter use satisfy MDA's 13 roles?

IV. Method: Part I

The content analysis sought to determine how many Minnesota advertising agency CEOs are on Twitter and how their Twitter use helps achieve MDA's 13 Roles of a High Performance Leader. First, a definition of Twitter is needed:

Twitter: A very popular instant messaging system that lets a person send brief text messages up to 140 characters in length to a list of followers. Launched in 2006, Twitter was designed as a social network to keep friends and colleagues informed throughout the day.

Advertising Redbooks was the source for a list of the top-75 Minnesota advertising agencies using the following search parameters: Full-Service Agency, NAICS code (541810) and Minnesota. The list was sorted by employee size to identify the top 75 agencies.

The Million Dollar Database supplemented and verified the Advertising Redbooks list. The agency websites, pulled from the database, provided a way to check each company's CEO (another verification step). After identifying the CEO or top executive, each person was searched for on Twitter. Whether the page existed was recorded along with basic Twitter statistics such as Tweet, Following and Follower counts.

To answer the third research question, two independent coders conducted an analysis of specific Tweets from executive Twitter pages. Here are a few of the parameters for selecting the CEO Twitter pages:

1. The CEO or top executive must have a Twitter page.
2. The CEO or the top executive's page must have at least five Tweets.

Once the list was trimmed using the two parameters above, the author selected five CEO Twitter pages for more in depth coding. The pages were selected by taking every fifth page (starting from the top) of the trimmed list. This yielded five CEO Twitter pages. Then, the author selected the five latest Tweets from those five pages.

Coders were given an Excel spreadsheet with the latest five Tweets from the person's page listed across the top. The 13 Roles of a High Performance Leader were listed down the left hand side. (See Appendix III for each of the five coding sheets.) The Twitter page owners were not shared, but the coders were told that these people were advertising

agency executives. This information provided context, so they could better determine whether it forwarded MDA's leadership roles.

Each coder was given MDA's defined roles outlined exactly as what appeared in the literature review. Coders were also allowed to interact with the Tweet. In other words, they could click on the links embedded in the Tweet to get more context information. Coders were simply asked to look at the Tweet and look at the role definition and determine whether that Tweet helped achieve that leadership role.

As a comparison, for the second research question, the author also looked at Minnesota's Fortune 500 CEOs on Twitter. Minnesota has 19 Fortune 500 Companies according to *CNN Money*. In this analysis, each organization was listed and CEO identified. At that moment, inventory was taken of the CEOs' presence on Twitter along with Tweet, Follower and Following counts.

V. Results: Part I

Of the 75 Minnesota advertising agency executives, 32 had Twitter pages (42 percent). Collectively, they Tweeted just over 22,000 times, followed almost 6,500 pages and had more than 10,500 followers (averages among those who participate: 689.9 Tweets, Following 202.3 and 332.9 Followers). (See Appendix I for a full listing. The highlighted names were the individuals selected for deeper coding.)

To compare, only one of Minnesota's Fortune 500 CEOs (out of 19) participate publicly (5 percent) – Omar Ishrak, Medtronic (See Appendix II for a full listing).

The five latest Tweets, from five pages, were selected, and with 13 Roles, that yielded 65 data points per person. In other words, each page had 65 “role opportunities.” A role opportunity is, in this context, a Tweet that has a chance to achieve a defined MDA role (5 Tweets x 13 Roles = 65 role opportunities).

Coder 1 reported the following numbers:

- Person 1: 3 of 65 role opportunities satisfied
- Person 2: 18 of 65 role opportunities satisfied
- Person 3: 9 of 65 role opportunities satisfied
- Person 4: 11 of 65 role opportunities satisfied
- Person 5: 27 of 65 role opportunities satisfied
- **Average: 13.6 role opportunities satisfied (20.92 percent)**

Coder 2 reported the following numbers:

- Person 1: 6 of 65 role opportunities satisfied
- Person 2: 28 of 65 role opportunities satisfied
- Person 3: 16 of 65 role opportunities satisfied
- Person 4: 15 of 65 role opportunities satisfied
- Person 5: 20 of 65 role opportunities satisfied
- **Average: 17 role opportunities satisfied (26.15 percent)**

From the coding scores, only one role was satisfied in more than three of five Tweets. Coder 1 found Person 5 to have satisfied the role of Executive-at-Large in four out of the five Tweets, otherwise no role was achieved more than three times for any person.

VI. Method: Part II

Eight in-depth interviews were conducted in an effort to bring additional expertise and context to the project. Each interview lasted 10 to 50 minutes in length. The interviewees were selected based on the author's knowledge of their backgrounds and others were selected based on suggestions. These interviews were conducted to start a conversation about Twitter and/or social media's role in CEO communication. The following individuals offered their perspective on social media, Twitter and/or organizational leadership:

- Kim Adelman, *PhD; project manager, Stryker Performance Solutions; adjunct faculty, Colorado Technical University*
- Liz Tunheim, *Social Media Manager, Spyder Trap Online Marketing, former Best Buy employee*
- Jen Kane, *Owner of Kane Consulting, Social media marketing & digital communications strategist, educator and speaker*
- Jen Emmert, *Blogger – A Prior Fat Girl, Human Resources professional*
- Ginny Redish, *PhD-Linguistics, Redish & Associates*
- Kris Olson, *Director of Corporate Communications, Campbell Mithun*
- Matt Kucharski, *Executive Vice President – Agency Services Technology Practice Leader, Padilla Speer Beardsley*
- Steve Wehrenberg, *CEO, Campbell Mithun*

VII. Results: Part II

Dr. Kim Adelman wrote her dissertation on the CEO's role in promoting upward communication. Visibility and approachability are two key dimensions in a CEO's ability to effect communicative change in the organization (Adelman 2012).

“Being present and interacting with employees gave the CEOs a chance to model their expectations with regard to frank, two-way communication. During face-to-face interactions with employees CEOs answered questions as honestly as possible, helping to set the tone for ongoing communication and building trust with employees. Being visible also gave the CEOs opportunities to actively listen to employees and invite feedback in the comfort of the employees' own work environments” (Adelman 2012).

She offered her thoughts on CEOs being more visible and accessible, which could help achieve many MDA roles (Internal Influence, Team Leader, Talent Manager, Coach, Spiritual Leader, Change Sponsor).

“[CEOs] are key to setting the tone in the organization. It was really the role modeling of the expected behaviors that had the greatest impact. And, the fact that they were out there, and all the employees knew who they were.”

“I think there's two components. If you're studying an organization and how the CEO uses social media, if the employees don't really know that CEO other than being a photo on the wall or the little picture on the weekly newsletter that comes out, what that CEO does may not impact the employees very much.”

For a CEO to be largely absent from the collective employee mind, he or she might not develop strong employee relationships (MDA's Internal Influencer). Being more physically present seems like a simple concept, yet some CEOs do not strive for it.

“Honestly, some don’t see the value in that. They see it as a soft skill, and they are great at delegating to others. So, they don’t see it’s a priority. The company that I’m working for now, consulting wise, we just started a new division, and I’ve had this conversation with the division president because she’s never around anywhere, and when she speaks once in a great while, most people just sort of let it roll because they don’t really see that connection. We’re sort of scattered and not really all aligned. I had this conversation with her about having some more focused communication and being more out there. Her answer was: ‘I don’t really have time to do this.’”

The previous quote, yet again, brings forth the debate between delegation and authenticity.

To sell them on authenticity, Dr. Adelman finds they prefer to relate to other CEOs especially those who are successful.

“One of the CEOs that I studied actually said he was out around his folks at least 65 percent of his time on a weekly basis. When I share that number with CEOs when I’m doing consulting work, they’re just blown away by that. But, that’s what makes them effective. The CEOs I studied that’s really what they attribute their success to because it’s not them doing the work; it’s all the employees.”

Twitter might offer an opportunity to develop a virtual organizational presence and help achieve MDA’s leadership principles; Dr. Adelman’s article includes an example of one CEO using a different social technology, a blog.

“I think it’s transitioning to that, and it’s funny because he was an older gentleman, and he said, ‘I had to have someone teach me.’ It wasn’t necessarily his comfort level, but he realized that’s how people are communicating. Getting into the electronic and social media is definitely starting to have more of an impact. I think it’s probably in its early stages.”

With that said, Twitter is such a personal outlet. Its ‘social’ nature defines what it is and what it isn’t. The word strikes a discord with the traditional characterizations of what a workplace should be (personal/professional, social/work). With this in mind, employees might not even feel comfortable engaging a CEO on Twitter.

“And that’s where that frequency comes in. In person, the first time the CEO walks in it’s very intimidating. But if he’s there every week, it’s not so intimidating. So that’s how, in my study, their presence impacted that. It got rid of that barrier that he’s got the title. I don’t know [about] the social media world because in a blog situation, it’s not necessarily just that CEO reaching out. That employee has to go out there to connect.”

Liz Tunheim speaks from the heart of social media, and how organizations and senior leaders interact with it. Working with it everyday, she sees its potential, but understands the hesitation.

“[When you open yourself up on social], you kind of have to think about the whole story and this is something that I talk to every client about. It’s about being authentic, but it’s also thinking about what’s the perception someone’s going to have from this.”

Ms. Tunheim supports the idea that more thought is needed before CEOs engage with social media as a leadership tool. Perhaps MDA’s principles could act as a framework.

“As an employee in the corporate office, I had a different perception of [Brian Dunn] than as a store employee. Store employees felt like they had access to him anywhere, and that has good and bad [consequences] too. But from the corporate employee atmosphere, I wanted to see more and more just leadership for being a Fortune 50 company. . . . I would have been more excited trusting that Best Buy was in good hands if I saw more interaction with other CEOs or other companies that you’re a fan of [instead of] the rah-rah cheerleader stuff. The main point is if you’re going to play there, you have to think about all your audiences as CEO.”

Ms. Tunheim touches a bit on authenticity and intended audience; careful planning and strategic thinking will help satisfy those two parameters. James Fox’s article mentions CEOs reluctantly delegating a role in public relations, and with Twitter, that delegation becomes an issue to be discussed.

“I think it’d be great if the CEO is writing their own thoughts, but then maybe you also have someone on your communications team thinking about what else to post

to you as CEO. Just like if you're preparing for a speech, you have a team thinking about those things as a Fortune 50 CEO. Social media shouldn't be thought of as an afterthought or just be thought of as some channel."

Perhaps social media will not be an effective leadership tool, as Ms. Tunheim says, if it is seen as just another way to share the same message as opposed to an opportunity to deliver a unique message reinforcing the organization's vision, mission and strategy. Even so, Twitter has limitations, and not everyone will listen, or even care.

"I don't think everyone is [interested in what the CEO is posting on social media]. I think I'm unique in that I spend a lot of the day on social media. When I was at Best Buy, it's not that it's not accepted. When you work with more traditionalists, they'd rather you spend your time doing that at home. If I've learned anything, everybody at work they have a different reason for being there, they have a different goal. But, I do think that every employee wants to feel good about where they work. I think everyone wants to believe in the leader that they have, and I did believe in Brian [Dunn]."

"Everybody's a little bit different, but whether it was sitting in front of Brian in a town hall meeting, whether it was him talking to shareholders, I wanted to see the same picture on all sides. They've just started getting to the cusp of what social can do for executives. I'm surprised more aren't on there, but also not. It takes a lot of work to write content. That's the hardest part. Content marketing is probably the bigger thing than social in general, where again it's platforms. What are you putting there, and how do you make sure it's constructed in a way that's relevant, holistic and tells your story."

As Ms. Tunheim suggests, Twitter is a platform. It still demands that the message, the content and the story be crafted in a strategic way.

"I don't think a lot of people understand [the content part]. . . . It's kind of PR 101 in thinking about what's the story that you're looking to craft, but the difference is that spin and fluff don't work as well anymore. You can Google anything and figure it out. Being really authentic and open is important."

Jen Kane runs Kane Consulting – a company helping organizations develop social media strategy. She shares one CEO's blunt thoughts on social media.

"I will give you a quote from a CEO, which you feel free to use. I was in a meeting, and he turned to me and he said: 'Don't get me wrong. I want to be very clear with you. I like you a lot. I don't like any of this.' And, I said: 'I completely understand. That's why I'm here. I know I'm bringing things up that are uncomfortable, that we may not want to go into. That's part of socializing your company.'"

Organizational development, internal communication, culture, structure and transparency influence how a leader might use Twitter, or other new technology, to mobilize and influence an organization.

"All of these really human problems that have foiled companies for decades are magnified and amplified by adding social media into the mix. So really, in many cases, I'm their worst nightmare when I walk in the door because anything that's already pre-existing, like the sales and marketing teams don't collaborate very much or IT doesn't really like marketing, . . . all of that is going to get juiced up by adding more conversations to the mix. That's a lot of stuff they're going to be confronted with, and for a lot of CEOs, the first instinct is: 'Then, let's not do it. It's super unpleasant.' We're talking giant really gigantic transformations for companies."

Ms. Kane says most organizations face either harsh or impossible transition periods into what some may consider a true social business testing the leader as a Change Sponsor.

"For some, it can be as minor as better communication and sharing of the existing social properties between marketing and sales or between marketing and PR, these tiny little walls. And those are gigantic, and that's why I get annoyed when a lot of the social gurus say: 'Social business is going to save the universe!' I can't even get two little groups of people to play together. That's the reality that's happening in most companies."

Socializing an organization is painstakingly difficult (depending upon the culture, of course), however, a change that large needs support from different pockets but especially among leadership (highlighting MDA's Change Sponsor).

"I'm working with a big client right now, and we've gotten very, very far with marketing and IT at the table, and I said: 'I'm not doing anything else until we bring the CEO in here.' What happens is, you reach this point where the people on the front lines [are] sad little scapegoats. . . . You get to this point where you realize they're afraid they're going to lose their jobs if they say certain things. You can say: 'Let's be more open or let's make jokes on our fan page,' but if you don't have a company from the top down that's saying: 'Yeah we should be freer and lighter with our communications.' . . . It needs to be sanctioned at the top."

Ironically, for CEOs, Twitter could help them become better leaders, not worse as some fear. It might help them develop better relationships (key for MDA's Internal Influencer role). Yet, some feel transparency and openness signal that control is slipping away.

"When you become a more social company, you have your finger on the pulse of everything. Right now, you don't, really. You have your finger on an imaginary pulse based on stuff that comes back up through the food chain to you, and the amount of information that you get and the trueness of the information and the rawness, that's really, really valuable stuff. And, if you want to be the best, that's how you do it."

Twitter might introduce chaos into structured environments. It can make a blurry line even hazier. **Jen Emmert** has seen, probably more than most, the lines between personal and professional blurring, which creates an issue for organizations.

"This kind of creeps into the lines of where the gray boundaries are between CEOs and management and that whole difficulty with social media is that it's so easy to share personal information and where's the line? Because my line is different than somebody else's line."

Stark boundaries are used to signify the separation of leaders and employees; however, social media changes that. Employees now expect more communication from leaders.

“There’s this phenomenon that’s happening if you can call it as big as a phenomenon. That’s happening where the shift between what employees want to know and feel like they’re entitled to know is so much bigger than in the 70s and the 80s and even the 90s. Part of it is generational and part of it is just the shift in work culture. Now employees feel entitled to know what’s going on. They are there and they want to know. So, how do you share that as an executive team or as a CEO without over-sharing the things that you can’t share?”

Figuring out where the line exists is a difficult challenge for CEOs because Twitter adds pressure. In some cases, third parties (regulators) determine what’s appropriate, but for many organizations, it is up for debate.

“It’s really just addressing it, and saying: ‘here’s the reality of the situation.’ A company changes, a company grows; let’s just talk about it and move on, and that’s part of what can happen with regular blog posts or memos or social media. You still have to be logical about it, but it’s about employees feeling connected to what’s really going on. People want to feel like they are working for a company that they’re invested in.”

Part of feeling invested means actively contributing and participating in the organization’s pursuits. Twitter might help encourage feedback, which helps leaders listen effectively.

“For a company that has 30,000 people, wouldn’t senior management want ideas from their employees? Who better to propose ideas than the employees who are working on the fundamental projects that keep that company alive? But, if an employee is so scared or nervous or doesn’t even know this VP or the manager or whoever it is, they’re not going to feel comfortable just pitching an idea. So part of it is breaking down some of those barriers [of] intimidation, and just saying, ‘Hey, look, I’m a real person. Yes, maybe I don’t have time to talk to all 30,000 people, but I want people to feel comfortable coming to me and talking to me about it. . . . It’s kind of breaking that glass ceiling.”

Ms. Emmert's life has been enriched through social media, and she sees the leadership potential through a network like Twitter.

"You just connect so much with people. . . . Social media, for me, has become my life, and I don't think that CEOs and executive management of any company realizes the power that they have. . . . Power is intimidating. It's a different type of power compared to what's everybody's had in the past, but it's awesome. They could really do a lot of amazing things with their employees if they would just take the time to embrace it."

In 1979, **Dr. Ginny Redish** founded the Document Design Center at the American Institutes for Research in Washington D.C., and is an expert in the field of information design. More recently, she formed Redish & Associates and consults on usability and document design with private companies and government agencies. Lately, her focus has been on helping clients make information-rich web sites and web applications that meet business goals and users' needs. She graduated from Bryn Mawr College and later earned a Ph.D. in Linguistics from Harvard University.

According to Dr. Redish, conveying a message is one aspect, but social media offers a conduit for listening (and ultimately conversation) which is critical for a few of MDA's roles (Internal Influencer, External Influencer and International Executive).

"A major opportunity that social media presents is not just to convey information. It's also to listen. Social media is all about conversations. In some situations (instant messaging or a rapid complaint / response dialogue), the interactions are just like a phone conversation. In most situations, they are asynchronous conversations (not talking at the same time), but they are still conversations. Even blogs and many news sites allow comments and you often see people responding to others' comments."

While a potential communication tool, Twitter usually demands answers to difficult questions before it can reach its potential. Dr. Redish shares many of those concerns associated with determining whether Twitter is an effective communication tool for the CEO.

“Whether a CEO should use social media to convey information to employees depends on the employees, the culture of the organization, the frequency and nature of typical messages from the CEO (and probably other factors, as well).

For important messages, the key question is not, What does the CEO want to do? The key question is, How do employees look for the information that would come from the CEO? If the company wants to change employees’ expectations of how they will get information from the CEO, how will the company do that?”

Content and authenticity (delegating) surface again. Perhaps MDA’s 13 Roles of a High Performance Leader can offer some structure to guide content development on Twitter. But, crafting and massaging content is still a concern no matter the tool.

“Content is the critical aspect of communication. Yes, it must be presented clearly. But it must also be the right content (what people need). It must be organized so people can find it through search and through links. It must be written so people want to use it and can understand it. When it includes pictures, the images must be clear and must convey the right message – including connecting with people so they say ‘this applies to me’ (if it is meant to).”

Talking and listening define a conversation, and ironically, those are two important factors for communicating through MDA’s 13 Roles. Twitter offers a chance to talk *and* listen, which Dr. Redish expands upon.

“The key to being conversational is to think of what you are writing as a conversation. If you only think of “me” and what “I have to say,” you are using social media as a channel for announcements. That may be okay in many situations if people “out there” within the company or outside the company are interested in the announcements. However, social media as channel for announcements is not all that social media are for. . . .

To use social media more effectively for conversation, the first need is to want to have a conversation. The second is to think about the people with whom you want

to have that conversation. Who are they? What do they care about? What questions do they want you to answer? What do you want to hear from them?

Then you have to invite the conversation. Truly want to hear. Be willing to listen. Have the resources – time, people -- to respond.”

Kris Olson is the Director of Corporate Communications for Campbell Mithun, an advertising agency in Minneapolis, Minnesota. She has helped pioneer the organization’s use of Twitter and can speak directly to some of its unique characteristics.

“Twitter’s just another tool, and every tool has it’s own unique benefits. . . . There are some things that are unique to Twitter like being able to just use a hashtag and universally participate in a conversation that’s happening in real time when you don’t know any of those people. Obviously that is unique to Twitter.

Interacting with people or networking, that’s something that existed before Twitter. It’s just a way to do it. Basically what it does is it provides another communication tool and that adds new functionality to the capabilities for interacting, but also with its own unique strengths.”

From an advertising agency perspective, Ms. Olson talks to how CEOs might integrate Twitter into their regular organizational communication (MDA’s Visionary role).

“Absolutely. . . . CEOs are people who are going to be highly followed, and who are going to, of course, garner a lot of attention. They’re naturally a group that people are going to want to follow, so they have a really great opportunity to really garner followers and use the platform. . . . I would imagine that it would be a really good opportunity for them to put forth their vision for their company.

I think that people are always really interested in the more informal side of Twitter, and if someone is Tweeting about more personal information, it can kind of give someone in a really serious leadership role an opportunity to be a little bit more personable and a little bit more real. Obviously, because they have an automatic following, they have even greater potential for trumpeting content news, doing thought leadership type stuff, networking and engaging.

Of course Twitter is public, so CEOs would be limited. It’s not like you’re going to want to conduct private strategic business on the forum, but just the fact that they’re people the public is generally interested in gives them more of an entrée

into the medium.”

Not just for messaging, Twitter offers an ear into social conversations, as Ms. Olson also mentions, which can prove valuable and help a CEO become a more effective leader.

“People ask me how people are using Twitter. Basically, you have your own Tweets that you’re doing. You have the @ replies so those are the conversations that you’re engaging in; you’re going back and forth. So you’re either announcing content or perhaps you’re actually having a conversation and engaging. And then, thirdly, the whole functionality of the hashtag allows for people to really congregate and have a conversation in real time even though they’re in different places and don’t know each other.”

“The biggest thing I use Twitter for isn’t necessarily publishing and Tweeting, but listening. Yeah it’s microblogging, but it’s a macro-listening tool. I’m listening for what people are saying about agencies. I’m listening to what people are saying about Campbell-Mithun. I’m listening to what’s going on in the industry. I’m listening to what’s going on in Minneapolis, and there’s no place that I get more of my breaking news [than from] Twitter.”

Matt Kucharski is the Executive Vice President for Agency Services at Padilla Speer Beardsley, a public relations firm in Minneapolis, Minnesota. Specifically, he has worked a great deal with companies like IBM, who have complex stories to tell.

“First of all, you can’t deny that Twitter is a valuable communication tool in the mix. It’s a tool that, I think, is ultimately going to find a place, but it’s not going to be a be all to end all. What I think is that it’s a great tool to call attention to content that exists elsewhere.

If you look at all the Tweets out there regardless of who you’re following, I got to believe the 90 percent of them are linking to some other content somewhere else. I don’t want to say it’s an attention-getting tool because it’s not about calling attention to the person, but it’s a tool that helps increase awareness of content elsewhere.”

Mr. Kucharski offers a great perspective in terms of Twitter’s limitations as a primary communication tool especially for internal use.

“I have to admit. Thinking of it from the standpoint of a senior executive using Twitter as a way to engage with employees, I think there’s other better ways to do it than that, but using it as a way to help establish expertise and point of view with outside constituents has some value.”

“Twitter is somewhat passive. It’s passive on the receiving end. You have to have the people actively following you in order for the message to be received. With employees, that’s probably not the ideal way to communicate with them because they’re not passive. They shouldn’t be receiving the information if they feel like it. Whereas, email or a text message or some other form of direct communications, company meeting or even a video conference, has much more definition on both the sending and receiving side.”

Twitter offers immediacy in terms of message publishing if the content is already developed; however, immediacy should not be mistaken for urgency on the receiving end, as Mr. Kucharski says.

“It’s not a matter of forcing the employees to listen to you. It’s a matter of you’re going to have information that they really need to hear and is important for them and relevant for them to do their jobs, and Twitter really leaves it to chance because it’s going to be sitting in there amongst the thousands of other Tweets that that person is following, and if they miss it, it may be something important; whereas, other forms of communication for employees there’s a little bit more definition to them and a little bit more sense of urgency, sense of importance. I don’t think I’d ever want to be in a position where I had to use Twitter as the primary form of communication for something that’s really important and really urgent.”

Mr. Kucharski does say that it offers a chance to cultivate a personality for the leader, and perhaps the overall organization, which has a tremendous effect on the company’s reputation (important for MDA’s External Influencer and International Executive).

“Let’s extend it from CEOs all the way to senior executives even in to mid-to-upper senior executives. If you think about any organization, it has a personality. That personality is driven by its products and services, and also by its brand look and feel, but it’s also driven by its people. What and how a senior executive communicates, whether it’s through LinkedIn, through Facebook, through [the] company newsletter or through Twitter has a direct reflection on the organization’s personality and its reputation.

Using Twitter to share observations about what an executive sees going on in the industry, what it sees going on in the company, but more important to what it sees going on in the industry, can be a significant contributor to that business's personality. Pointing me to an article, an interesting article, on a specific topic, gives me insight into what that Tweeter thinks is important, and I think there's value in that. I can't say it's the primary communication."

From a public relations perspective, Mr. Kucharski shares some best practices as it relates to Twitter use.

"With Twitter, I think you can almost take a page from the media relations book. It can't be all about you. If every Tweet that you send is about you or about your company, that's sort of like standing in the middle of a crowded room and shouting, "Look at me!" People stop listening to you. You have to share perspective on what you see going on out there otherwise you look really self-serving. Very few companies themselves are relevant, the issues that those companies solve are what's relevant, so it's important for executives to be out there talking about what's relevant out there in the industry, be thinking about the top 10 issues facing the people they want to reach as opposed to their own issues.

I don't want to say that there's a magic number, but if 90 percent of your Tweets are about the cool things your company is doing, I'm turned off. That said, we're not just out there to make observations about the weather either or what so-and-so had for breakfast. So, I think there has to be a healthy balance. You've got your personal story, your professional story and your company story, and you need to be thinking about all three of those."

Steve Wehrenberg, CEO of Campbell Mithun, looks at Twitter as an opportunity for leaders to connect with other stakeholder groups.

"Leaders can use Twitter as one of many channels, but probably a really important channel, to communicate certain kinds of messages that they want to get out, and I think it can especially be used to help them connect with younger elements of their stakeholder audiences or constituents."

Appropriately, leaders should think about how they're going to use Twitter to most effectively leverage the technology, as Mr. Wehrenberg says.

“I think I can get better at leveraging Twitter. . . . One of the things I struggle with is should I use the Campbell Mithun-branded Twitter account to send messages back and forth or should I use my own handle where I could have personal followers as well as corporate followers? I think that’s probably one of the things any leader of a larger organization has to think about. What’s me and what’s me the person and me the executive?”

Mr. Wehrenberg then alludes to CEO setting the vision for the organization (MDA’s Visionary and Strategist), and the role Twitter might play in that task.

“I think a CEO and a leader could use Twitter to do that vision casting that you have to do as a leader. One of the things that I’ve learned is that you have to keep communicating over and over and over again what your vision is to compete and win in the marketplace and what you think your company’s point of difference is, and where are we going and how do we think we’re going to be different than everybody else and what’s our purpose. I’ve spent a lot of time doing that in small group meetings, but I think Twitter can be used to reinforce those key messages.

I usually have two or three key messages that we’re trying to get out with Kris Olson. . . . I could use Twitter as a leader to get those messages out strongly, consistently and more quickly.”

Thought-leadership (MDA’s Function Expert) and trumpeting the organization’s proprietary content is another great use of Twitter for a leader. Mr. Kucharski offers a similar thought about content, and Mr. Wehrenberg shares a Campbell Mithun example.

“Another way that a leader could use Twitter really effectively is if a company was thinking about having a more consistent social strategy perhaps, with maybe even with a blog, and there were certain areas of thought-leadership a company wants to own, a CEO could reinforce that.

As an example, we did a webinar, we call them talkinars, on the subject of the sharing economy and we’ve got a lot of earned media over that, and we’re kind of becoming experts on that. Again, if I were a little better at using Twitter and social media, I could have Tweeted about the article I read in the New York Times about how sharing certain items was on the rise.”

Twitter, because it is a newer technology, might not yet have a place among the older leadership generation, and they may not desire the medium's unique communication capabilities.

"There's a lot of individuals running organizations probably between mid-to-upper 40s to mid-60s. I don't think that age cohort necessarily, in general, feels the need for this spontaneous expression that some of these newer technology channels, social and even texting, give you.

The larger the organization, and the more public the organization, a publicly traded company, a public institution, any communications that comes from a leader that's being broadcast widely, there are definitely more legal and other kinds of concerns. You don't want a leader Tweeting his anxieties and the market reacts negatively to that. The bigger the organizations the more that CEOs have communications people that can help them. You can have communications people that are ghostwriting your Tweets for you. I think that defeats the purpose, but I'm sure some organizations [are doing that]."

Echoing what a few others said, and in harmony with MDA's International Executive and External and Internal Influencer Roles, Twitter is a great tool for listening.

"The one other thing that CEOs can have the opportunity to use Twitter for is listening. You can cast out a thought broadly and get a response. . . . You're almost doing informal quantitative surveys, and have a dialog on something and get a thread going on an issue. It's an interesting thing to think about. . . . I think that gets down to the heart of the matter of a social channel like Twitter that's pretty open, authentic, honest. It is a little antithetical for a lot of CEOs to want to share that much information or feelings or thoughts. It takes a brave, bold leader to want to be that out there, but I think it's probably something, to connect with the millennial generation, and that part of the workforce, it's probably a huge opportunity."

VIII. Method: Part III

For context, a 12-question survey was created and distributed (See Appendix IV). A convenience sample representing the employees was sought and a snowballing technique

used to recruit participants. Initially, two emails were sent inviting 37 employed individuals to take the survey along with a few personal requests via Facebook. People were also recruited at the author's workplace. A link was posted on the author's Facebook page, and a few friends shared the survey on their personal pages as well. Others passed the survey on to friends, relatives and co-workers. Ultimately, 112 "employees" visited the survey with 72 people completing it.

IX. Results: Part III

The survey data suggests a larger gap between CEOs (or senior management) and employees as far as connecting the two groups online. Through the qualitative analysis, CEOs seem to approach using social media with hesitation.

Most organizations (68 percent) allow these particular respondents to access social networks at work, and most of the respondents' companies maintain a corporate identity on social media (67 percent).

As far as CEO social media use, 26 respondents (37 percent) report that they know their CEO has a presence on social media. Sixty-four percent either know their leader doesn't maintain a presence or don't know if the person does or not. Those 26 CEOs maintain a reported 71 social networks, or 2.73 per CEO/leader with Facebook (20), LinkedIn (16) and Twitter (12) being most popular.

Seventeen percent, or 4.42, of the 26 CEOs on social media communicate with their employees according to the respondents; however, 43 percent of the respondents agree that they would engage with their CEO on social media if encouraged.

Despite this, the most preferred ways to engage with the CEO was through email, a one-on-one interaction and a group meeting.

The respondents were then asked to provide some information about their own profiles. In total, the 72 respondents maintain 186 social profiles, which is an average of 2.58 per respondent (less per than the reported CEO numbers).

X. Discussion and Implications

Where do we stand?

This paper sought to explore how many Minnesota advertising agency CEOs or leaders use Twitter, and taking it further, how their Twitter use looks against MDA's 13 Roles of a High Performance Leader.

Forty-two percent of the 75 Minnesota advertising agency CEOs, used in this paper, are on Twitter. Compared to Minnesota Fortune 500 CEOs, the top Minnesota advertising agency CEOs use Twitter more.

Of the 42 percent, five were selected for coding and their five most recent Tweets listed against MDA's 13 Roles of a High Performance Leader. Averaging the two coders, those five individuals satisfied just over 23 percent of their role opportunities. It is

impossible to say whether that is good or bad; however, this offers a baseline for comparison in future research.

Roles Revisited

Of the five advertising agency CEOs, Coder 1 found Person 5 to have satisfied the role of Executive-at-Large in four out of the five Tweets. Coder 2 did not find that any person satisfied a role more than three times in the set of five Tweets.

Qualitatively, the interviewees offered thoughts regarding Twitter's characteristics (opportunities and drawbacks) in regards to how leaders might use the medium, and here are some of those synthesized into a list:

- Brief (140 characters), but also concise
- Connect with younger constituencies/stakeholders (soft skill)
- Must think about professional/personal balance (personal, professional and company story)
- A way to vision cast
- A way to demonstrate thought-leadership (for company and executive)
- Offers the opportunity for spontaneous expression
- Real-time conversations that overcome geographical/familiarity limitations
- A tool for listening *and* talking
- Content usually elsewhere (calling attention to content elsewhere)
- Passive on the receiving end, lacks urgency

- Maybe not a primary messaging tool for leaders internally, but perhaps supplementary
- Reputation management tool
- Public medium (executives need to be careful)
- Potential to share a personality (great to humanize senior leaders)
- Could break down barriers that hinder upward and interdepartmental communication

With that particular list of Twitter characteristics, how might those help or hinder a leader achieve the 13 Roles of a High Performance Leader?

- **Coach:** A leader as a Coach demands personal attention to developing people, and someone who can communicate. Twitter, as a passive medium, might not be a good primary communication vehicle. In other words, it might not be rich enough to help a leader reach maximum effectiveness in this role.
- **Talent Manager:** A leader as a Talent Manager needs a pulse on strengths and weaknesses of people. It includes talent retention and attraction. Depending upon the age demographics of a workforce, Twitter might help achieve this role by connecting to younger constituencies, and managing reputation externally (to help attract talented people). Yet, it is still passively doing so.
- **Team Leader:** A leader as a Team Leader ensures the cultivation of a collaborative environment where people work together. With Twitter, conversations can occur in real time among team members or the leader; however, working on a team, may demand that certain aspects remain private. Twitter is not, and also bleeds into the personal domain. Resolving conflict is also a requirement for this leadership role, and Twitter might not be appropriate to effectively resolve conflicts.
- **Function Expert:** A leader as a Function Expert knows the business. Twitter might be an excellent vehicle for a leader to demonstrate expertise (or thought-leadership). Tweets can link to other content, either proprietary or otherwise, where a leader can show how he or she is a Function Expert.
- **Internal Influencer:** A leader as an Internal Influencer persuades and transforms individuals and groups. This person must build relationships. Twitter's effectiveness as an internal communication tool was questioned due to its passiveness and lack of urgency in delivery. Twitter, however, is a talking and listening tool, and this leader must be a great communicator through talking and

listening. Also, the humanizing opportunity with Twitter might help a leader develop stronger relationships.

- **Results Driver:** A leader as a Results Driver holds business units accountable for reaching previously established goals and objectives. Twitter, due to its passive nature, the fact that it's public and its character limit, might not be the most effective communication vehicle to accomplish this role. It can help reinforce communication (over and over and over), the vision and strategy, but is limited internally.
- **Executive-at-Large:** A leader as an Executive-at-Large must have great interpersonal skills, and must tie the overall organization vision and strategy to the business unit, and he or she must foster collaboration among departments. Twitter, limited internally perhaps, can help by connecting and reaching people across departments and as a communication tool, can be used for messaging that ties overall organizational objectives to departmental.
- **International Executive:** A leader as an International Executive must have a sense of worldwide markets and sensitive to other cultures. This person must also be open to change. Twitter's listening functionality is probably its strongest asset in this role. A leader can engage in effective listening through @ Tweets and the people/organizations he or she follows.
- **External Influencer:** A leader as an External Influencer can persuade critical stakeholders beyond the organization. Twitter can be an effective listening tool for this role, and it can help manage the organization's reputation externally through thought-leadership and other messaging strategies.
- **Visionary:** A leader as a Visionary is a communicator. Establishing a vision is one aspect, but conveying the excitement of it is another. Twitter, although passive and limited perhaps internally, can help deliver and reinforce (over and over and over) the organization's vision.
- **Strategist:** A leader as a Strategist knows the internal and external forces that create a sustainable competitive advantage for the organization. Listening might be the largest asset Twitter has to offer in this role. A leader who can do some environmental scanning through Twitter may discover new ways to compete in the marketplace. Twitter may also help tie the strategy to the vision for employees seeking a linkage. Twitter's spontaneous expression capability also helps leaders in a rapidly changing world if a quick, nimble strategy shift is necessary.
- **Spiritual Leader:** A leader as a Spiritual Leader walks the talk in terms of the organization's values. Twitter can help with the talking part in that sharing the organization's overall values is important, but again, Twitter might reinforce other communication efforts; however, these values are also important for external audiences and help manage the company's reputation.

- **Change Sponsor:** A leader as a Change Sponsor makes the case for change and ties it to the vision and strategy. This leader must be a great communicator, and Twitter can help with conveying the story for change or helping people understand. It can also be a great way to reinforce a previous message or supplement more rich communications.

To summarize, Twitter's ability as an internal communication tool is somewhat limited and depends on the organization's culture and employee demographics. However, Twitter is probably more effective for the following leadership roles: Talent Manager, Function Expert, International Executive, External Influencer and Visionary. For the roles facing more inward, Twitter is less effective: Coach, Team Leader, Internal Influencer, Results Driver, Executive-at-Large, Strategist, Spiritual Leader and Change Sponsor.

Below is a SWOT analysis of Twitter as a leadership tool using MDA's framework.

SWOT Analysis: Using Twitter to Further the 13 Roles

<p>Strengths -</p> <ul style="list-style-type: none"> - Disseminate a message quickly - Speaking to 'opt in' Followers - Conversational - Talking/Listening - Call attention to other content 	<p>Weaknesses -</p> <ul style="list-style-type: none"> - Short messages - Won't reach all publics - No message urgency - Passive on receiving end
<p>Opportunities -</p> <ul style="list-style-type: none"> - Break organizational boundaries - Reach a younger constituency - Humanize executives - Message reinforcement tool - Reputation management tool - Conduct vision casting 	<p>Threats -</p> <ul style="list-style-type: none"> - Content - Sensitive materials - Authenticity - Personal/Professional Separation - No staging area - Iterative messaging process - Public medium

Broadly, leaders need to be intentional and deliberate about how they use Twitter to lead an organization. Perhaps, that's why many are not using the space because they are not sure how to integrate it; however, from these survey results, over 40 percent of people would engage with their CEO on social media if encouraged.

Using the 13 Roles of a High Performance Leader as a framework demonstrates that Twitter can help achieve leadership objectives. Old principles do not need to be abandoned necessarily, and Twitter can be massaged to fit "tried-and-true" leadership principles.

If the ultimate end game is effective leadership, whatever the framework, executives need to think about how Twitter can advance their leadership methods.

XI. Limitations

Qualitative and quantitative results, of this particular study, focus on Twitter, and the research questions surround Minnesota advertising agency leaders. Broad application of some of these principles and findings may not be appropriate because each industry carries with it specific regulations and each organizational culture offers different challenges or opportunities, which may or may not influence how a leader communicates. Also, Twitter is not the only social media, or maybe even the most effective social technology for leaders to communicate.

Only Minnesota advertising agencies and Minnesota Fortune 500 companies were considered. Perhaps, other organizational types would show more CEO participation on

Twitter, perhaps not. In fact, advertising agency CEOs might be more apt to be on Twitter because of their industry.

MDA's 13 Roles of a High Performance Leader is just one framework with which to consider leadership. Other structures exist and may yield different results. Additionally, the coders were not experts in MDA's 13 Roles of a High Performance Leader (many are not). However, the fact still remains that they made personal judgments on the Tweets and the Roles despite the framework definitions.

Interviewees were not pre-screened. They were selected by the author's judgment, and at the suggestion of others. The judgment was made based on the expertise of the interviewee and the unique perspective they brought to the topic. The eight interviews were conducted without a script and evolved into more of a discussion. Topics flowed freely in an attempt to gain unique insights into the project. Therefore, discussions were not guided in similar ways, and overall, the author's bias and subjective judgment, as to who might be interesting, played a factor.

The survey carries with it biases. First, it was a convenience sample using snowballing as a technique to gather responses. The small sample size, in addition to the sampling methods, also suggest that in no way can the results from this survey be applied to larger populations, nor can they even be applied to organizations or a workforce (specifically or broadly). The survey was distributed via email and posted on various Facebook pages; however, only distributing a survey electronically carries a technology bias and perhaps socio-economic bias in that only those who use computers with web capability were able to access the survey. Age demographics were also not considered on

the survey. Depending upon the respondents' ages, the answers may reflect a certain generational bias, but this was a preliminary exploration, not a rigorous study.

XII. Recommendation for Future Research

Using MDA's 13 Roles of a High Performance Leader offers many opportunities, and a great framework, for future research.

For example, an expanded study should further this paper's exploration. Perhaps, other communication vehicles, possibly other social networks, should be coded using MDA's 13 Roles of a High Performance Leader as the framework. Interviews should then be conducted around that particular mode of communication. For example, CEO emails to employees or speeches (using a specific industry) could be coded against MDA's 13 Roles of a High Performance Leader. Of course, those are richer media, and perhaps might yield higher scores, but it would provide a way to compare Twitter to other forms of leadership communication. Interviewees might also talk about how the medium fits in the context of other ways for CEOs to communicate, and ultimately, with the data, Twitter could find its place among the rest.

Content, authenticity and delegation ultimately arose in the interviews and literature review, and perhaps future research could analyze content delivered from a CEO on Twitter. Much of that research may need to focus on what content employees or external audiences respond to, but even more specifically, what external audiences respond to that helps leaders achieve the 13 Roles of a High Performance Leader. What

information do they need to function at a high level within an organization? How should a CEO construct messages? This might inform a CEO or senior leadership of what messaging strategies are most effective in leading through Twitter, and thus give CEOs an easier path to authenticity.

Perhaps another research project could focus on developing best practices for CEOs using Twitter as a leadership tool. Some most likely exist, however, probably not in the light of MDA's 13 Roles of a High Performance Leader. This study could offer communication teams a roadmap for integrating their CEO on Twitter. It would also need to include an organizational assessment to see if the company would benefit from a CEO sharing messages on Twitter. Then, it might need to delve into content, frequency and tone to determine how to most effectively lead the organization through Twitter. Each organization is different, but a framework, MDA's 13 Roles, might provide the right questions to ask for assessment of the company's pulse.

XIII. Conclusion

The intention was not to shame advertising agency CEOs, or leaders in general, simply because they do not use Twitter effectively, or perhaps at all. Rather it was to fill a research gap between, or tie together, Twitter and MDA's 13 Roles of a High Performance Leader. It was to take Twitter, a newer communication tool, and put it against MDA's established leadership principles to help determine where the Twitter use of Minnesota advertising agency leaders stack up against a leadership framework.

Ironically, some CEOs fear Twitter, and maybe see it as something that reduces their power and influence. On the contrary, Twitter provides access. It offers leaders important information to help achieve MDA's 13 Roles. In fact, one could argue that communication is a large factor in every single MDA Role, and while perhaps not a primary function in all, Twitter can benefit leadership communication if implemented properly.

With that said, leaders must use Twitter intentionally, not simply to “be more connected” or “more cutting-edge,” and it is no longer defensible to ignore Twitter and call it “something for creative types.” Whatever framework a leader uses to be successful in his or her role should guide the engagement with Twitter. Therefore, individuals should not reinvent how they approach leadership when facing the use of Twitter. A framework, one that guides other leadership communication, should also guide the use of Twitter.

If leadership is the most important factor in organizational success, as MDA believes, advanced leaders will discover how to engage with Twitter to further their established framework for leadership.

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<i>Company Name</i>	<i>Title</i>	<i>Name</i>	<i>Twitter?</i>	<i>Tweets</i>	<i>Following</i>	<i>Followers</i>
Fallon Worldwide	CEO	Mike Buchner	0			
Campbell Mithun	CEO	Steve Wehrenberg	1	0	3	24
Periscope	President & CEO	Greg Kurowski	0			
Carmichael Lynch	President	Doug Spong	1	1326	196	943
Martin/Williams Advertising	CEO & Chief Creative Officer	Tom Moudry	1	11	7	38
Colle+McVoy	President & CEO	Christine Fruechte	1	99	332	470
OLSON	CEO	Kevin DiLorenzo	1	4	6	42
space150	CEO	Marcus Fischer	0			
The Lacek Group	President	William Baker	1	0	0	20
Clarity Coverdale Fury Advertising, Inc.	Partner & CEO	Tim B. Clarity	0			
Scales Advertising	President	Walt Larsen	0			
Risdall Marketing Group	Chairman & CEO	John Risdall	0			
FAME	President	Lynne Robertson	1	72	73	33
J.T. Mega Food Marketing Communications	President	Philip Lee	0			
Larsen	Founder & President	Tim Larsen	0			
Peterson Milla Hooks	President	Tom Nowak	0			
Preston Kelly	President & Principal	Chuck Kelly	1	13	110	126
Bolin Marketing & Advertising	President & CEO	Todd Bolin	1	1	69	34
Penn Garritano Direct Response Marketing	President	Joe Garritano	0			
Level Brand	Founder, CEO & Principal Brand Strategist	John Foley	0			
Pocket Knife Advertising	Unknown	Unknown	0			
mono	Founder	Chris Lange	0			
Gabriel deGrood Bendt	CEO	Tom Gabriel	0			
Little & Company	CEO	Joanne Kuebler	0			
Riley Hayes Advertising	Founder	Tom Hayes	0			
Yamamoto Moss and Mackenzie Marketing	CEO	Kathy McCuskey	1	0	11	8
Atomic Playpen	Founder & Partner	Michael Kretsinger	1	19	65	77
Barrie D'Rozario Murphy	Co-President & Executive Director-Creative	Stuart D'Rozario	1	16	104	107
Grocery Shopping Network	CEO	Scott Lutz	0			
Haberman & Associates, Inc.	Co-Founder & CEO	Fred Haberman	1	32	28	253
Nemer Fieger	CEO	Jim Fieger	0			
Russell Herder	CEO	Carol Russell	1	17	23	183
Concept Group Marketing Communications	President	Paul Ruddy	0			
HTK Marketing Communications	Partner, President & CEO	Mike Seyfer	1	33	24	97
Axiom Marketing Communications (PR?)	Owner	Kathleen Hennessy	1	656	661	1201
Modern Climate	President & CEO	Geoff Bremner	0			
The Aristos Group	President & CEO	Jay Wissink	0			
The Falls Agency	Partner	Robert Falls	0			
MoCo Inc.	President	Nathan Morris	0			
Twin Cities Ad	Founder & CEO	Johannes Marliem	0			
Broadhead + Co.	President & CEO	Dean Broadhead	1	128	129	132
Hunt Adkins	President & CEO	Patrick Hunt	1	246	69	208
Kohnstamm Communications (PR?)	Owner	Ricka Kohnstamm	1	224	114	16
Kruskopf Coontz	CEO	Susan Kruskopf	0			
Red Circle, Inc.	President & CEO	Chad Germann	1	864	218	263
Hello Viking	CEO	Tim Brunelle	1	9880	2690	3242
Pocket Hercules	Founder	Jason Smith	0			
Hot Dish Advertising	President	Dawn Kane	0			

Initio, Inc.	Owner	Paul Chapin	0			
Tartan Marketing	CEO	Margie MacLachlan	0			
Thelen Advertising, Inc.	President	Ronn Paulson	0			
Fast Horse	Founder & Director - Creative	Jorg Pierach	0			
Tripp Growth Marketing	Unknown	Unknown	0			
Brandspring Solutions LLC	President	David F. Maiser	0			
Capsule Brand Development	CEO & Managing Principal	Aaron Keller	1	3741	757	1367
Duffy & Partners	Founder	Joe Duffy	1	42	76	258
Introworks, Inc.	President	Bob Freytag	0			
Morsekode	President	Chuck Swensson	1	613	89	205
d.trio	Owner	Fred Driver	1	28	8	17
TripleInk	Co-Founder & Managing Director	Christa Tiefenbacher-Hudson	0			
Adsoka, Inc.	Principal	Jason Inskeep	1	277	22	189
Brew	President	Michelle Fitzgerald	0			
Catalyst Studios	President	Jason Rysavy	1	2579	280	607
Creative Communications Consultants, Inc.	President	Susan McPherson	1	3	35	16
North Woods Advertising	Founder	Bill Hillsman	1	121	93	228
Sandy Hull & Associates	Principal	Sandy Hull	0			
The Zimmerman Group	President	Jim Zimmerman	0			
Whitney Worldwide Inc.	President	Les Layton	0			
Recruitment Ad Strategies, Inc.	President	Julie Valine	0			
Anderson-Madison Advertising, Inc.	President	Christopher J. Madison	0			
Cue Inc	Managing Director & Principal	Ed Mathie	0			
Geoffrey Carlson Gage, LLC	Owner & President	Geoff Gage	0			
M.R. Danielson Advertising LLC	President	Michael Danielson	1	319	71	57
Stude-Becker Advertising LLC	President	Michael Dunn	1	708	101	169
The Kenyon Consortium	Founder	Thom Sandberg	1	7	10	24
Totals			32	22079	6474	10654

<i>MN Fortune 500*</i>	<i>CEO*</i>	<i>Twitter?</i>	<i>Tweets</i>	<i>Following</i>	<i>Followers</i>
UnitedHealth Group	Stephen J. Hemsley	0			
Target	Gregg W. Steinhafel	0			
Best Buy	George L. Mikan III	0			
Supervalu	Wayne Sales	0			
CHS	Carl M. Casale	0			
3M	Inge G. Thulin	0			
U.S. Bancorp	Richard K. Davis	0			
Medtronic	Omar Ishrak	1	142	100	1739
General Mills	Kendall J. Powell	0			
Land O'Lakes	Christopher J. Policinski	0			
Xcel Energy	Benjamin G.S. Fowke III	0			
Ameriprise Financial	James M. Cracchiolo	0			
C.H. Robinson Worldwide	John P. Wiehoff	0			
Mosaic	James T. Prokopanko	0			
Hormel Foods	Jeffrey M. Ettinger	0			
Thrivant Financial for Lutherans	Bradford L. Hewitt	0			
Ecolab	Douglas M. Baker Jr.	0			
St. Jude Medical	Daniel J. Starks	0			
Nash-Finch	Alec C. Covington	0			
Totals		1			

*Source: CNN Money

<i>MN Fortune 500*</i>	<i>CEO*</i>	<i>Twitter?</i>	<i>Tweets</i>	<i>Following</i>	<i>Followers</i>
UnitedHealth Group	Stephen J. Hemsley	0			
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Supervalu	Wayne Sales	0			
CHS	Carl M. Casale	0			
3M	Inge G. Thulin	0			
U.S. Bancorp	Richard K. Davis	0			
Medtronic	Omar Ishrak	1	142	100	1739
General Mills	Kendall J. Powell	0			
Land O'Lakes	Christopher J. Policinski	0			
Xcel Energy	Benjamin G.S. Fowke III	0			
Ameriprise Financial	James M. Cracchiolo	0			
C.H. Robinson Worldwide	John P. Wiehoff	0			
Mosaic	James T. Prokopanko	0			
Hormel Foods	Jeffrey M. Ettinger	0			
Thrivant Financial for Lutherans	Bradford L. Hewitt	0			
Ecolab	Douglas M. Baker Jr.	0			
St. Jude Medical	Daniel J. Starks	0			
Nash-Finch	Alec C. Covington	0			
Totals		1			

*Source: CNN Money

13 Roles/Tweets	O/Q: Time to lose. “@StarTribune: Frank Schubert has led every successful campaign against same-sex marriage since 2008. Now, he's in Minnesota.”	O/Q: That's a \$10.6 million retirement gift. “@WSJ: Retiring GE exec John Krenicki paid \$89,000/month until 2022 to not work for a competitor.	RT: @gabrielledoug I'm so proud of you! As a military daughter, thank you for your service & sacrifice. Let's go #TeamUSA! -mo	O/Q: Absurd. “@WSJ: Retiring GE exec John Krenicki will be paid \$89,000/month until 2022 to not work for a competitor. http://on.wsj.com/N8L8rT ”	Where's Waldo? Can you find me in this Spong family picture from the 1960s?	Totals
Coach						
Talent Manager						
Team Leader						
Function Expert						
Internal Influencer						
Results Driver						
Executive-at-Large						
International Executive						
External Influencer						
Visionary						
Strategist						
Spiritual Leader						
Change Sponsor						
Totals						

Yes = 1

No = 0

13 Roles/Tweets	O: The growth of social media and QR Codes http://bit.ly/ni47sO	O: Cool new work for Pentair and the Minnesota Twins http://bit.ly/lus1WX	O: hilarious! www.atomicapture.com	O: About to mow the lawn. Fun stuff.	O: Listening. http://bit.ly/sTuDm	Totals
	Coach					
	Talent Manager					
	Team Leader					
	Function Expert					
	Internal Influencer					
	Results Driver					
	Executive-at-Large					
	International Executive					
	External Influencer					
	Visionary					
	Strategist					
	Spiritual Leader					
	Change Sponsor					
Totals						

Yes = 1

No = 0

13 Roles/Tweets	O: My @fluevog loafers made me visit the Boston #Fluevog store. @ John Fluevog Shoes http://instagr.am/p/N1ccQspOmL/	O: Congrats to @davidlbaldwin @baldwinand on Agency of the Year at @AdAge #SmallAgency conference. http://instagr.am/p/NkMtOUJOtE/	O: Time to practice. http://instagr.am/p/Nj8nJAJOV5/	O: I don't think the dude snoring in the lobby is attending @AdAge's #SmallAgency conference today.	O: What does No Boundaries mean to you? Tell us for a chance to win a 2012 #mimasummit pass.Details & how to enter over at http://mimasummit.org/contest	Totals
	Coach					
	Talent Manager					
	Team Leader					
	Function Expert					
	Internal Influencer					
	Results Driver					
	Executive-at-Large					
	International Executive					
	External Influencer					
	Visionary					
	Strategist					
	Spiritual Leader					
	Change Sponsor					

Totals

Yes = 1

No = 0

13 Roles/Tweets	RT: Keep an eye on our feed for a special giveaway just for our Tweet pals! More details to come... #ShortCourse	O: Love this Hollyhock from American Takki! #ShortCourse pic.twitter.com/hpJqFUys	RT: President Obama makes sure he's home by dinner. We have family dinners every night. #WhiteHouse chef Sam Kass #ShortCourse	O: Provide advice and sell success! #shortcourse town hall meeting.	RT: “@BillCalkins: IGCs - Come to the Town Hall Meeting NOW! Ballroom 2 at #shortcourse” AKA refrigerator #2	Totals
	Coach					
	Talent Manager					
	Team Leader					
	Function Expert					
	Internal Influencer					
	Results Driver					
	Executive-at-Large					
	International Executive					
	External Influencer					
	Visionary					
	Strategist					
	Spiritual Leader					
	Change Sponsor					
Totals						

Yes = 1

No = 0

13 Roles/Tweets	O: Olympic Rings Infography – Fubiz™ http://www.fubiz.net/2012/07/31/olympic-rings-infography/ ... via @Fubiz	O: Stitched Visualisation – Fubiz™ http://instagr.am/p/Nj8nJAJ0v5/z ... via @Fubiz	O: Rusty Taco’s Minneapolis location opens Monday http://StarTribune.com http://www.startribune.com/entertainment/blogs/162369676.html ...	O: 6 big don'ts for concluding your presentation Articles Main http://bit.ly/Nw14SD . Big takeaway? Don't grimace while leaving the stage!	O: Job opportunity: Director Marketing Key Accounts & Large at Blue Cross and Blue Shie - Greater Minneapolis-St. Paul Area #jobs http://lnkd...	Totals
	Coach					
	Talent Manager					
	Team Leader					
	Function Expert					
	Internal Influencer					
	Results Driver					
	Executive-at-Large					
	International Executive					
	External Influencer					
	Visionary					
	Strategist					
	Spiritual Leader					
	Change Sponsor					
Totals						

Yes = 1

No = 0

Social Media

1. How many people are employed at your organization?

- ☐ 1-100
- ☐ 101-200
- ☐ 201-300
- ☐ 301-400
- ☐ 401-500
- ☐ More than 500

2. How would you characterize your organization?

- ☐ A for profit, private organization
- ☐ A for profit, public organization
- ☐ A non-profit organization
- ☐ I don't know.

Submit

Survey Page 1

Social Media

3. Does your organization allow employees to access their social networks while at work?

4. Does your organization have a corporate maintained identity on any social networks?

5. Does your organization have its own private, internal social network?

Submit

Survey Page 2

Social Media

6. Does your organization's CEO (or leader) have a personal presence on social media?

7. If yes, which ones? Select all that apply.

- ☐ Facebook
- ☐ Twitter
- ☐ LinkedIn
- ☐ Blog
- ☐ Google+
- ☐ Pinterest
- ☐ Instagram
- ☐ Yelp
- ☐ Other

8. Does your organization's CEO (or leader) communicate with employees on social media?

9. Indicate your level of agreement with the following statement:

I would communicate with our CEO (or leader) on his/her social networks if encouraged.

Strongly
Agree

☐

Agree

☐

Neutral

☐

Disagree

☐

Strongly
Disagree

☐

10. Think about normal, everyday communication with the CEO (or leader) at your organization.

Thinking about what you prefer, rank the methods from most preferred to least preferred.

One-on-One

Group Meeting

Email

Phone

Video Conferencing

Social Media (FB, Twitter, Blog)

Drag items here to rank them

Submit

Social Media

11. On which social networks do you maintain an active presence?
Select all that apply.

- ☐ Facebook
- ☐ Twitter
- ☐ LinkedIn
- ☐ Pinterest
- ☐ Instagram
- ☐ Google+
- ☐ Blog
- ☐ Yelp
- ☐ Other

12. Please indicate your gender.

- ☐ Male
- ☐ Female
- ☐ I prefer not to answer.

Submit